Views on Balancing Agility and Discipline

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Balance

Change is accelerating.

To keep your balance,

you need agility and discipline.

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Agility

Respond rapidly,

respond efficiently,

to change,

with consistency.

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Measuring Agility

Response time

Efficiency

Consistency

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Impediments to Agility in Software

Lack of ready backlog

Lack of “done” at the end of a sprint

Lack of teamwork

Lack of good design

Tolerating defects

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Avoiding the Impediments

Build high-performance teams.

Plan every project.

Use a measured process.

Design before you build.

Make quality the top priority.

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High-Performance Teams

Software is knowledge work.

Build self-managed teams that

make their own plans,

negotiate their commitments,

know the project status, precisely.

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Plan Every Project

Never make a commitment without a plan.

Use historical data.

If the plan doesn't fit the work, fix the plan.

Change is not free.

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Use a Measured Process

To measure the work, define its measures.

To measure the process, define its steps.

If the process doesn't fit the work, fix the process.

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Design Before You Build

Design informs the implementation.

Good designs produce less code.

Design what you know and explore the rest.

When you know enough, finish the design, then build.

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Make Quality the Top Priority

Defects are inevitable.

Poor quality wastes resources.

The sooner you fix it, the better.

Quality without numbers is just talk.

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Competitive Advantage

Twenty projects in 13 organizations

- had an average schedule error of only 6% in a range of -24% to +25%
- delivered more functionality than originally planned or finished ahead of schedule
- cost 5% more than planned in a range of -20% to +27%
- had test costs of less than 7% of total cost with an average cost of quality of only 17%
- delivered software with an average of only six defects in 100,000 lines of new and modified code

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Discipline is the Key to Agility

Agility isn't achieved by *trying* to be agile.

It isn't achieved by adopting slogans, reciting metaphors, or through imitation.

It can only be achieved when everyone in the organization acts professionally, and uses a disciplined, measured approach to their work.

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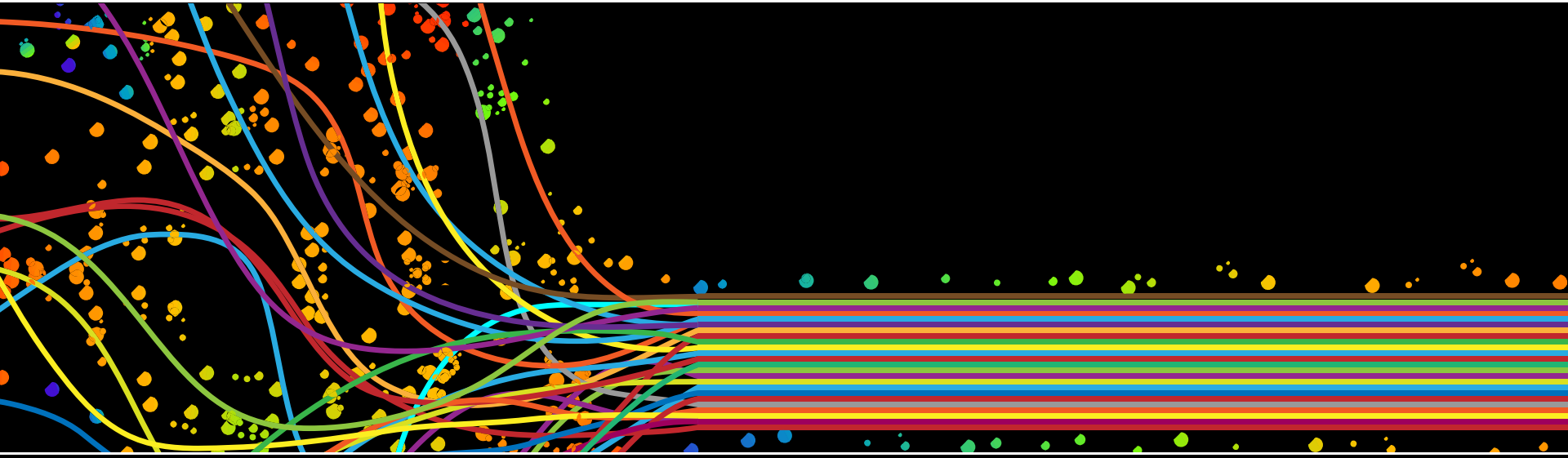

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